



Strategic Plan

2019 – 2022





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MISSION

PennFuture is leading the transition to a clean energy economy in Pennsylvania and beyond. We are protecting our air, water, and land, and empowering citizens to build sustainable communities for future generations.



FORWARD

Twenty years ago, PennFuture was established. It arrived on the scene in a Pennsylvania where the politics and environmental issues of concern seem almost romantic when viewed in the context of today's divided citizens and political parties, and the gravity and complexity of the issues we are facing. The propositions under which PennFuture took shape were clear—the environment needed a smart and fearless force to elevate environmental protection in the halls of the State Capitol, and in the courts. PennFuture did that. We took on King Coal, and we shaped a new generation of law and regulatory frameworks around which the Commonwealth's institutions created new programs to reform utilities, electric choice, and mandate and incentivize renewable energy and efficiencies. PennFuture's lobbyists, policy experts and lawyers were in the lead, and our communications and outreach staff engaged legislators, industry, agencies and activists around our agenda.

Over that same time period, we witnessed state, county and local elected officials succumb to the intrigues of natural gas as an economic savior for our almost-chronic struggling public finances. For a brief period, even the environmental community considered natural gas as a bridge fuel and as a relief from the pollution coming from coal operations in our state. In reality, what was happening was that Pennsylvania was casually swapping out one climate-decimating fossil fuel and economic driver—coal—for another—natural gas—and given our legacy of coal, we should have been much more careful before we leaped because we made a significant error.

We made an error and now it will be very, very difficult for politicians to walk back their promises and giveaways to an insatiable industry demanding taxpayer dollars and lax rules. And so, we see a burgeoning petrochemical industry in western Pennsylvania, expanding pipelines throughout the state that are moving closer and closer to communities as well as new power plants, liquification facilities, terminals, truck traffic and rail service to transport gas products to the coast for export.

Of all the aspirations PennFuture sets forth in this plan, why focus so much on natural gas? It is because twenty years on, PennFuture, and the state we serve, face an existential crisis created by our state's continued reliance on extracting and exploiting fossil fuel as a defining feature of our Commonwealth. Gas and petrochemicals threaten our climate system and are rapidly shutting the door on our ability to move into a future where innovation, sustainability, and technology drive true economic progress in the 21st Century.

This plan contains vision and leadership for developing more sustainable economic development and job creation strategies. A new proposition for our organization—that an engaged citizenry and electorate participating in a healthy democracy can create power and drive change—is introduced. We acknowledge our past inattention to marginalized communities and populations, while understanding that power lies with these people and places, and we need their help to succeed and will give them much greater access to our organization, its work, and resources.

Ultimately, this plan holds true to the same proposition as when the organization was formed—the environment still needs a smart and fearless force to elevate environmental protection in the halls of the State Capitol and in the courts. With this plan, we lean deeply into *Penn's Future*, and aspire to create change. We have made hard decisions that lead to the focus in this plan, its vision and environmental outcomes, and will use it to hold our staff and board accountable to make and lead that change.

Sincerely,



Jacquelyn Bonomo
President & CEO
PennFuture



“THIS PLAN
CONTAINS
VISION AND
LEADERSHIP FOR
DEVELOPING
MORE
SUSTAINABLE
ECONOMIC
DEVELOPMENT
AND JOB
CREATION
STRATEGIES.”

VISION

We envision a Pennsylvania in which all people enjoy:

- A carbon neutral economy and a stable climate
- Clean air, clean water, and the preservation of and access to green and wild places
- Engaged communities reflecting a vibrant and responsive democracy



CORE VALUES

Why we do our work. PennFuture has a rich history of advancing environmental protection in Pennsylvania. That impact is, in part, due to our unwavering belief that all Pennsylvanians have the rights described in our state constitution – namely:

The people have a right to clean air, pure water, and to the preservation of the natural, scenic, historic and esthetic values of the environment. Pennsylvania's public natural resources are the common property of all the people, including generations yet to come.

How we work. As we launch the organization into its third decade, we root our work in the following values:

- **Vision:** We believe that the solutions we need exist and that our work can show the way.
- **Strategy:** We leverage our resources wisely to build power and maximize our impact.
- **Perseverance:** We are undeterred by the scale of the challenges we face and recognize that tenacity and bold actions are needed in order to succeed.
- **Integrity:** We are transparent, ethical, professional, and accountable in all we do.
- **Diversity:** We value all people and strive to ensure that our organization reflects the communities we are supporting in ways that are inclusive, equitable, and just.
- **Collaboration:** We, alone, cannot change Pennsylvania, but we can achieve our goals through collaboration with partners, supporters, and the public - collaboration built on respect, collegiality, and commitment to the common good.

STRATEGIC COLLABORATIONS AND PARTNERSHIPS

Grounded in our mission and values, PennFuture's evolution as an organization reflects the impact we want to have in Pennsylvania and there is no greater way to reach higher levels of impact than through collaborating with other organizations. PennFuture has historically combined a unique mix of legal, policy, outreach, and communications expertise to develop multifaceted campaigns and coalitions to address the most significant environmental needs of our Commonwealth: climate change, polluted waterways, dirty air, and the preservation of our natural places. For twenty years, this combination of tactics has led to some of the most transformative environmental progress our state has seen.

But over the years, PennFuture has recognized that meeting our vision of Pennsylvania requires a more extensive engagement beyond our signature strategies to better connect with impacted communities, influencers, and sources of political power, and to create systemic change. Namely, collaboration and partnerships are critical to our success.

PennFuture is proud to be the state affiliate of the National Wildlife Federation (NWF). We share NWF's foundation in science and advocacy. Our affiliation shares the two organizations' expertise with state and federal policymaking, creating capacity and synergies important to moving important priorities, such as investments in the Delaware and Susquehanna River Basins and action on climate change.

Our alignment with Conservation Voters of Pennsylvania (CVPA) is equally as important. As we move into our third decade, the politics surrounding environmental policy have changed dramatically compared to decades past, requiring new strategies to break the logjam in Harrisburg. Through the alignment, PennFuture can create more favorable conditions for pro-environmental legislation to become law and engage with communities in new, innovative ways through our Civic Engagement program.

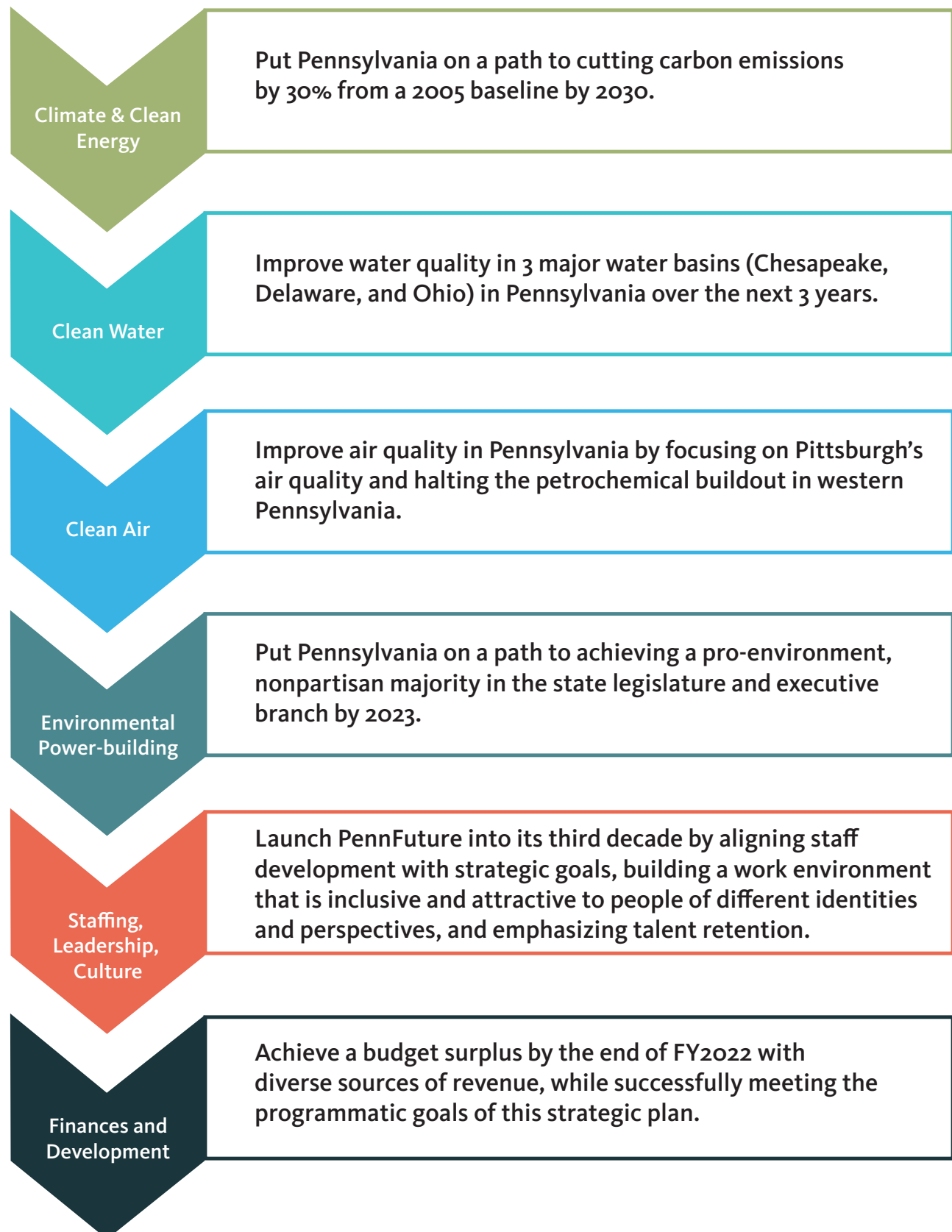
Furthermore, most of the strategic goals detailed in this plan will be achieved with PennFuture collaborating in coalition with our environmental, public health and conservation allies. For example, our participation in a multi-state coalition is an important facet of halting the petrochemical buildout. In other circumstances, PennFuture leads or holds leadership positions in coalitions central to meeting our water, air and climate goals, including the Coalition for the Delaware Watershed (Goal #2), the Choose Clean Water Coalition (Goal #2), the Clean Power Coalition (Goal #1), and the Breath Collaborative (Goal #3). Lastly, a fundamental underpinning to the change this plan aspires to create will depend on PennFuture supporting initiatives advanced by partner organizations to strengthen democracy and civic participation.

PennFuture is well positioned to continue leading the environmental community in Pennsylvania through its role as a convener, collaborator, and coalition builder. Time and time again, PennFuture has brought diverse voices from the environmental, public health, and conservation communities to the table to join for meaningful action and success. Our next decade will be no different.



“COLLABORATION AND PARTNERSHIPS ARE CRITICAL TO OUR SUCCESS.”

STRATEGIC GOALS 2019-2021



STRATEGIC IMPERATIVES

The six Strategic Imperatives below are critical to PennFuture executing this three-year plan. They represent key areas of opportunity and necessity—areas in which we need improvement as well as new initiatives—and will ensure that we grow even more effective in the coming years.

- 1. Better reflect the communities of Pennsylvania through a more diverse, equitable, and inclusive staff and Board of Directors.** Embracing and cultivating multi-faceted diversity is more important than ever. There are a multitude of reasons for this—including the increasing diversity of our state and the importance of reflecting that diversity. As PennFuture embarks on its third decade, we—like other organizations and institutions embedded in the social fabric of the state—must come to terms with our current lack of diversity and make fundamental changes. PennFuture will enact an intentional strategy to become a more welcoming, inclusive, and diverse organization.
- 2. Grow and diversify PennFuture’s legal resources to more aggressively participate in legal activities that protect the environment.** Pennsylvania’s courts and regulatory processes continue to be a strategic pathway for PennFuture, both in terms of defending past victories and creating new jurisprudence—including around the state’s Environmental Rights Amendment (aka Article 1 Section 27 of the Pennsylvania Constitution). However, regulatory and enforcement activities must increase, particularly to address rising challenges (such as climate change, the petrochemical buildout, and new stressors on water quality) while we remain vigilant regarding known pollutants of our air, land, and water.
- 3. Address Pennsylvania’s petrochemical buildout with urgency.** Pennsylvania is looking to double down on its fossil fuel and pollution heritage by supporting a buildout of natural gas and petrochemical businesses, threatening to derail air quality and climate goals for the Commonwealth. In response, PennFuture will execute an aggressive plan for diversifying toward sustainable economic development, protecting public health, and limiting lock-in of climate-driving pollution.
- 4. Support municipalities in their transition to clean energy.** While state and national officials have failed to lead on climate, numerous mayors, towns, and counties have stepped to the forefront in the effort to reduce energy costs, advance clean energy projects, and cut carbon pollution. PennFuture is piloting a technical assistance program in three municipalities in the Pittsburgh region and will expand its Clean Energy Communities program beyond the region during the next three years.
- 5. Enhance our presence in small and mid-sized towns and cities.** Critical political power emanates from elected officials representing Pennsylvania’s mid-sized towns and communities—areas in which engagement between communities and the environmental community is weakest. To engage with those policymakers and enlist their support, we need to be doing more to elevate issues, organize constituents, and increase our organizational profile in those places. PennFuture will explore establishing a presence in Erie, PA as well as elevate our activity in Chester County, and elsewhere.
- 6. Strengthen PennFuture’s strategic alignment with Conservation Voters of Pennsylvania and develop a robust civic engagement program to give voice to Pennsylvania’s pro-environment citizenry.** Pennsylvania citizens overwhelmingly support environmental protection, conservation, and combatting climate change. Yet, more often than not, state elected officials levy attacks on bedrock environmental laws and funding while failing to advance meaningful actions to address modern day challenges. Through strategic shifts in our outreach strategy and the creation of a civic engagement program, PennFuture will begin a long-term process of base-building through volunteer engagement, nonpartisan candidate education, and get-out the vote (GOTV) activities in strategic regions of the Commonwealth. PennFuture will strengthen its strategic alliance with Conservation Voters of Pennsylvania, providing new opportunities to build combined political power in the state.



“THE SIX STRATEGIC IMPERATIVES ARE CRITICAL TO PENNFUTURE EXECUTING THIS THREE-YEAR PLAN.”

APPENDIX A – Summary of Strategic Goals

Below is an overview of each strategic goal, including some important context that describes PennFuture’s theory of change underlying the objectives and tactics that describe our work over the next three years.



“CURRENTLY,
THE ELECTRIC
GENERATION AND
TRANSPORTATION
SECTORS REPRESENT
A LITTLE MORE
THAN 65% OF
STATE CARBON
EMISSIONS.”

Climate and Clean Energy

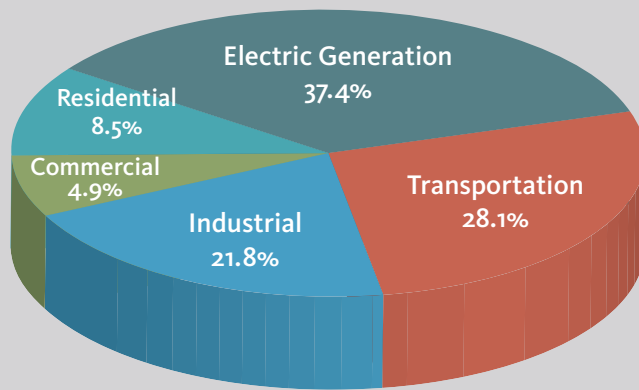
The IPCC’s October 2018 special report finds that to limit global warming at or below 2° C requires at least a 25% decline in emissions from a 2010 baseline by 2030 and net-zero emissions by 2070. A more aggressive program to limit global warming to 1.5°C would require a 45% decline in emissions between 2010 and 2030 and net zero by 2050. In both cases, the choice of baseline is important—the IPCC Goal of 25% from 2010 to 2030 is roughly equivalent to a 30% reduction from 2005 to 2030, the metric most often used by Pennsylvania policymakers and regulators.

Assuming no state and federal policy changes to Pennsylvania’s energy markets, including the market-driven closures of the Three Mile Island and Beaver Valley nuclear power plants, the closure of the Bruce Mansfield coal plant, and the conversion of Brunner Island from coal to natural gas, would result in a 17% reduction in carbon emissions from 2010 or 22% from 2005. This means an additional 8% carbon reduction must be found to remain on progress with the IPCC’s findings.

Currently, the electric generation and transportation sectors represent a little more than 65% of state carbon emissions. For that reason, they are likely to be the primary sources of reductions in meeting the IPCC goal.

The pathway to meeting the IPCC’s baseline goal of 30% reductions by 2030 begin with the states nuclear power fleet. Successfully passing legislation to preserve the Three Mile Island and Beaver Valley nuclear plants from early closure reduces our goal from needing an additional 8% reduction to an additional 5%.

CO₂ Emissions Sources



The remaining large coal-fired power plants are all nearing the end of their life and there are no new large plants planned in Pennsylvania. The decision whether or not to keep these plants in operation is made by the owners based on their economics as opposed to state policy, but simply letting them retire could result in us reaching our 2030 target. That is, however, a problematic solution.

Without better policies in place, the state would be trading short-term reductions for considerable sunk costs in gas generation that will likely be stranded in future decades as we transition to zero-carbon fuels. A better vision is for those facilities to retire because of the competition from clean renewable generation and energy efficiency.

As a result, we believe that the objectives underlying our climate and clean energy goal must aim to directly promote clean renewable generation and clean transportation strategies to produce at least the 5% reduction in carbon pollution needed to keep us on track with the IPCC's findings.

“WE BELIEVE THAT THE OBJECTIVES UNDERLYING OUR CLIMATE AND CLEAN ENERGY GOAL MUST AIM TO DIRECTLY PROMOTE CLEAN RENEWABLE GENERATION AND CLEAN TRANSPORTATION STRATEGIES...”

GOAL 1

Climate & Clean Energy

Strategic Goal: Put Pennsylvania on a path to cutting carbon emissions by 30% from a 2005 baseline by 2030.

Key Objectives:

- Pass Community Solar Legislation to enable solar access and encourage low-and-moderate income solar development;
- Pass Existing Source Methane Regulations;
- Build out the Clean Energy Pittsburgh Program;
- Support PA's participation in the Transportation Climate Initiative;
- Introduce a bill to extend and strengthen the Alternative Energy Portfolio Standard that grows renewable energy projects beyond 2020;
- Extend and expand the Act 129 Energy Efficiency Program;
- Continue co-leading the Clean Power Coalition and engaging with the Methane Coalition.
- Preserve Pennsylvania's nuclear power fleet until their existing licenses expire.

“THIS CENTURY- LONG HISTORY OF WORKING TOWARDS POLICY THAT PROTECTS OUR WATERWAYS FROM POLLUTION WHILE WE ALSO INVEST IN THE RESTORATION OF OUR WATERWAYS HAS SHOWN MUCH PROGRESS. ”



Clean Water

One of Pennsylvania’s great historic struggles is providing every citizen access to clean water for drinking, recreation, farming, and industry. It’s an unfortunate story about the Commonwealth turning a blind eye to pollution for the benefit of industry, failing to lead in times of crisis, and ignoring water pollution problems for so long, they become almost intractable.

This century-long history of working towards policy that protects our waterways from pollution while we also invest in the restoration of our waterways has shown much progress. Culm piles have been reclaimed, many industrial discharges have been reduced, and billions of dollars have been invested in wastewater treatment, sewage systems, and stormwater controls. Nonetheless, Pennsylvania is facing a growing water crisis from a mix of legacy water pollution sources and emerging pollutants and industrial activity. From sewage and industrial waste in the Ohio River Valley, to sick and dying fish in the Susquehanna, to rainwater runoff contaminated with industrial pollutants in the Delaware, our rivers and streams are stressed and overburdened, with many showing signs of ecological decline.

In fact, after a century of water pollution policies, more than 20,000 miles of Commonwealth streams still fail to meet the Clean Water Act’s goal of being fishable and swimmable. All of our great river basins—the Ohio, Delaware, Susquehanna—face growing threats.

Old sewer pipes throughout Pennsylvania cities carry both stormwater and sewage, and when it rains, raw sewage ends up in the city’s rivers. As a result, places like the lower Delaware River and its estuary are contaminated with toxic chemicals. New commercial developments in the Delaware headwaters throughout the Pocono region threaten pristine waters and the developers are calling for rolling back regulatory protections to allow for construction in the region.

There is no better example of the monumental challenges we face to reduce water pollution in all of our rivers than the Susquehanna River. The Susquehanna watershed drains rainwater that falls on 27,500 square miles of Pennsylvania cities, suburbs, highways, forests and farms, and receives waste-water from thousands of municipal and industrial treatment plants. Ultimately, these

pollutants are harming fish and wildlife, reducing recreational opportunities, and making their way into the Chesapeake Bay.

And the Ohio River Valley has long been written off and under-appreciated. Long polluted by industry, the river system snaking through western Pennsylvania is host to bedrock polluting industries like steel, coke, fracking, and petrochemicals. Regulatory protections are weak, and many municipalities continue to use these waters as a sewer system. In a lot of ways, environmental advocacy must start anew along many parts of the basin to begin having an impact.

We believe that pointing our Commonwealth's long dirty water history in a new direction requires significant, discrete action, campaigns, and policy changes including identifying additional resources. The objectives underlying our clean water goal is broken into three basins, stretching across the entire Commonwealth, and reflect each of their unique challenges. Each basin must be addressed individually through outreach, civic engagement, and legal strategies, though there are often certainly common policy objectives for each.

GOAL 2

Clean Water

Strategic Goal: Improve water quality in 3 major water basins in Pennsylvania over the next 3 years.

Key Objectives:

Delaware River Basin: Secure and protect swimmable, fishable, and recreational designated uses by 2021 for the headwaters in the Pocono Mountains and in southeast Pennsylvania, including the main stem of the Delaware River.

- Protection of the Delaware headwaters by preserving Exceptional Value streams and their regulatory protections;
- Protect Exceptional Value designation by transforming Pocono region county commissions into champions;
- Hold developers accountable and defeat efforts to rollback regulatory protections for Exceptional Value streams;
- Increase community, political, and public support for distributed, green infrastructure in Philadelphia;
- Continue leading the Coalition for the Delaware River Basin;
- Eliminate targeted sources of pollution in streams in the basin.

Chesapeake Bay Watershed: Ensuring Pennsylvania is on a path to meeting EPA's 2025 Chesapeake Bay TMDL expectations for the Susquehanna and Potomac River Basins.

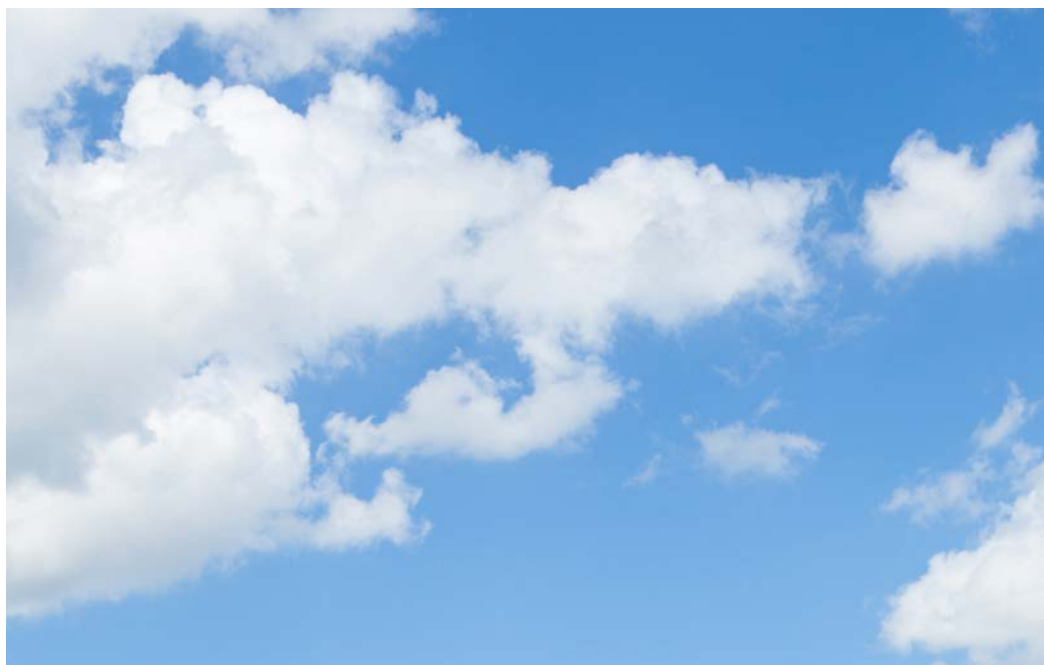
- Create four watershed stewards in the agricultural community in four south-central PA counties;
- Forge a new coalition intersecting clean water and agriculture interests;
- Create and execute a civic engagement campaign in the Susquehanna River Basin;
- Advance legislation to significantly increase public investment in best management practices in the watershed;
- Continue leading the Choose Clean Water Coalition.

Ohio River Basin: Defend the mainstem from further impairment from environmental stressors impacting water quality.

- Build a renewed coalition in the basin to advocate for stronger water quality standards;
- Create and execute a civic engagement campaign in the Ohio River Basin.

“AFTER A CENTURY OF WATER POLLUTION POLICIES, MORE THAN 20,000 MILES OF COMMONWEALTH STREAMS STILL FAIL TO MEET THE CLEAN WATER ACT'S GOAL OF BEING FISHABLE AND SWIMMABLE.”

“WHILE THE REGION HAS CERTAINLY MADE SIGNIFICANT PROGRESS SINCE THE DAYS OF SOOT-FILLED SKIES BORN FROM A BUSTLING STEEL INDUSTRY AND A LACK OF ENVIRONMENTAL REGULATIONS, THE REGION CAN AND MUST DO BETTER.”



Clean Air

In 2017, the air quality in the Pittsburgh Region was rated as “Not Good” by local regulators for more than 75% of the year. Across nearly every data point, the region’s air is some of the worst to breathe in the United States. It’s a public health crisis impacting over a million citizens in the Commonwealth, elevating respiratory, heart, and cancer rates. Nearly 60% of the pollution stems from industrial sources like coal-fired power plants, metal manufacturing facilities, and coke works.

While the region has certainly made significant progress since the days of soot-filled skies born from a bustling steel industry and a lack of environmental regulations, the region can and must do better. People living in the region are still breathing toxic air due to industrial sources not following permits or not installing new systems and pollutant control technologies. These so-called toxic neighbors are negatively impacting workers and communities while corporations are reaping financial benefits. Whether it’s the Clairton Coke Works plant—the single largest polluter in the region—or nearby coal and manufacturing plants, industry needs to be held to high environmental and public health standards if the region is to ever shed its polluted depiction.

Unfortunately, the region is taking steps to allow *even more* polluting industries into the area through a proposed petrochemical buildout. In fact, PennFuture believes that petrochemicals is the most significant, long-term threat to quality life and environmental sustainability in the Pittsburgh region and the Ohio River Valley of western Pennsylvania.

With the promise of new jobs and billions in investments made already over the last eight years, the petrochemical interests are promoting, through political donations, lobbying, advocacy, strategic investments (including into trade schools, community colleges and universities) and marketing, the buildout of a petrochemical hub in the greater Pittsburgh region and Ohio River Valley. This would connect the myriad of fracking wells, pipelines, compressors stations, and storage hubs with cracker plants to entice downstream plastics manufacturing to the region.

As of now, Royal Dutch Shell is proceeding with construction of its ethane cracker in Beaver County, Pennsylvania. PTT Global is evaluating a cracker plant for Belmont, Ohio, and Braskem has plans for

a cracker in Wood County, West Virginia. It has been estimated by TeamPA and the PA Department of Community and Economic Development that after pipeline shipments, there remains enough ethane from natural gas in the region to support up to four additional cracker plants to anchor a petrochemical region.

While the trajectory for economic development around natural gas is proceeding vigorously, the region is at a crossroads as many residents and environmentalists, as well as thought, business and civic leaders voice opposition and grapple with the environmental, public health and financial impacts of a widespread petrochemical hub on a region that has made so much progress as a post-industrial center for innovation and talent. There is imperative to both fight further buildout, but also for leadership to define alternative and sustainable economic development and job creation strategies for the region's future.

We believe that the air quality and petrochemical buildout issues emerging in western Pennsylvania are of critical importance, not just for the well-being of those that live in the region, but as to whether Pennsylvania meets the IPCC's carbon reduction goals and fully turns the corner on its industrial polluting past.

“THERE IS IMPERATIVE TO BOTH FIGHT FURTHER BUILDOUT, BUT ALSO FOR LEADERSHIP TO DEFINE ALTERNATIVE AND SUSTAINABLE ECONOMIC DEVELOPMENT AND JOB CREATION STRATEGIES FOR THE REGION'S FUTURE.”

GOAL 3

Clean Air

Strategic Goal: Improve air quality in Pennsylvania by focusing on Pittsburgh's air quality and halting the petrochemical buildout.

Key Objectives:

Pittsburgh Air Quality: Improve air quality in Allegheny County by reducing the number of moderate to unhealthy air quality days for ozone and particulate matter, as measured by the Allegheny County Health Department's air quality monitoring stations by 2021.

- Improve air quality in Allegheny County by reducing the number of moderate to unhealthy air quality days for ozone and particulate matter, as measured by the Allegheny County Health Department's air quality monitoring stations by 2021;
- Create and execute a civic engagement campaign based around Pittsburgh air quality;
- Reduce emissions from major point sources in the Pittsburgh region;
- Continue engaging with the Breath Collaborative;
- Develop a Common Clean Air Agenda for Allegheny County to advance proactive policies.

Petrochemical Industrial Buildout: Halt the buildout of a widespread petrochemical industrial complex in western Pennsylvania beyond existing facilities.

- Develop an alternative and sustainable economic development and job creation strategy for western Pennsylvania that does not rely on building out petrochemical industries;
- Create and execute a campaign based around the petrochemical buildout;
- Mitigate the environmental impacts of petrochemical industrial expansion, including monitoring permits or proposed facilities;
- Continue engaging with the Stonewall Coalition;
- Defend against any new subsidies or regulatory rollbacks in support of the petrochemical industry.

“PENNFUTURE BELIEVES THE ENVIRONMENT CAN BECOME A CHAMPIONED ISSUE IN HARRISBURG BY 2023, PRESENTING A NEW OPPORTUNITY TO MAKE EVEN GREATER ENVIRONMENTAL PROGRESS IN THE YEARS TO COME.”

Environmental Power Building

Over the last decade, environmental support among Pennsylvania’s elected officials has fallen dramatically. Our political leaders have gone from championing a constitutional amendment that makes a clean environment a fundamental right to championing efforts to rollback funding for environmental projects and rolling back regulatory protections. This anti-environmental streak exists across political parties and throughout all regions of the state.

Reversing this trend is a fundamental change to pursue if we are to have new opportunities to move significant legislative wins regarding climate change, clean energy, and clean water. Nevertheless, the path to a pro-environment majority in Harrisburg does not flow through any one political party. Rather, environmental issues do not cut evenly across party lines and district-level environmental concerns often trump any internal political struggle that may be occurring in the Capitol building.

Through a combination of policy education, consistent engagement with elected officials, and civic engagement programming around the state, PennFuture believes the environment can become a championed issue in Harrisburg by 2023, presenting a new opportunity to make even greater environmental progress in the years to come.

GOAL 4

Environmental Power-building

Strategic Goal: Put Pennsylvania on a path to achieving a pro-environment, nonpartisan majority in the state legislature and executive branch by 2023.

Key Objectives:

- Increase voter participation in traditionally underrepresented communities, especially in environmental justice communities, by 20,000 votes each cycle;
- Ensure broader access to the democratic process for all Pennsylvanians;
- Collaborate with other organizations to develop a non-partisan candidate training program by 2021;
- Increase the number of bipartisan environmental champions in the State House by 20 and in the State Senate by 7 by 2022;
- Develop and manage “Green in 2020” to increase the salience of environmental issues in state legislative elections;
- Support partner-lead campaigns to strengthen democracy and civic participation;
- Defeat attempts to put up legislated roadblocks that make it harder to vote and participate in democracy.

Staffing, Leadership, and Culture

As PennFuture turns the page on its first 20 years and looks to its next decade, it's critical that we continue to modernize the organization to ensure that staff and the board are provided the tools they need to succeed, it remains a good place to work and serve, and that it reflects the diverse communities we work in and work with.

As such, PennFuture plans on embarking on a significant diversity, equity, inclusion, and justice (DEIJ) program to change the culture and operations of the organization. Doing so isn't out of some mandated necessity, rather an intentional recognition that if we are to succeed during, not only, the next three years, but the coming decades, we need to change. As a result, the action plan calls for a rigorous internal assessment and planning process to help guide the organization through trainings, operational changes, and internal policy development. We also recognize that change doesn't come immediately and are dedicated to carrying out this process in the long-term.

In addition, PennFuture aims to continue its process of modernizing the organization's infrastructure, including its offices, technology, and services so that they are up-to-date and providing staff the capacity and tools needed to do their jobs effectively. This also extends to continually reassess the competitiveness of organizational policies to ensure we are attracting talent and emphasizing staff retention.

Furthermore, PennFuture will continue to shift toward activities and tactics built around campaigns, metrics, and strategies. This strategic plan is the first example of this cultural shift as it emphasizes discrete metrics and objectives so we can measure progress, understand when certain tactics are not working, better plan for staffing capacity, and recognize when campaign strategies are working or need to change. This shift will create a nimbler organization that keeps its eyes on its strategic goals and more efficiently uses its funds to achieve success.

We believe that by re-focusing the organization on strategy and metrics, improving as a place to work, and becoming a better representative of the communities we work in, PennFuture is in the best position to achieve sustained success across our issue areas.

“PENNFUTURE PLANS ON EMBARKING ON A SIGNIFICANT DIVERSITY, EQUITY, INCLUSION, AND JUSTICE (DEIJ) PROGRAM TO CHANGE THE CULTURE AND OPERATIONS OF THE ORGANIZATION.”

GOAL 5

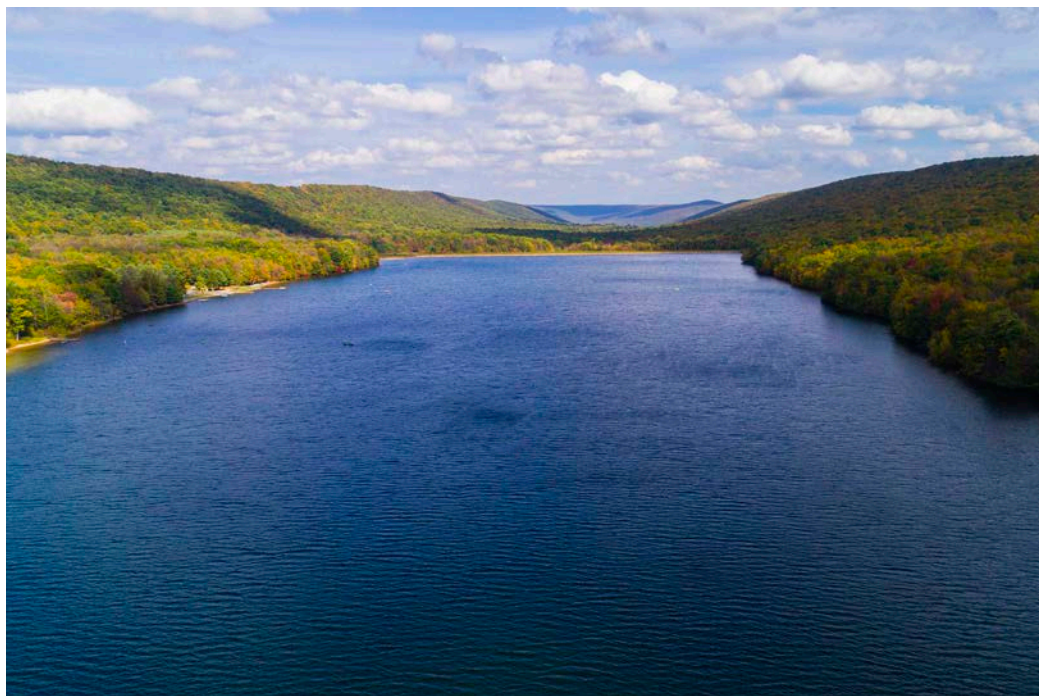
Staffing, Leadership, Culture

Strategic Goal: Launch PennFuture into its third decade by aligning staff development with strategic goals, building a work environment that is inclusive and attractive to people of different identities and perspectives, and emphasizing talent retention.

Key Objectives:

- Modernize PennFuture's Harrisburg Office, including its infrastructure and technology;
- Make significant and measurable progress toward being an effectively diverse, equitable, inclusive, and just organization;
- Create an internal DEIJ Committee of staff and board and hire an outside consultant to advance a rigorous planning process;
- Develop an annual assessment of the Employee Handbook to ensure it is up-to-date and competitive.

“TO ENSURE THAT WE TURN OUR VISION INTO A REALITY, PENNFUTURE MUST COLLECTIVELY RAISE AT LEAST \$10.5 MILLION OVER THE NEXT THREE YEARS FROM A DIVERSE SET OF FUNDING SOURCES AND ACROSS ISSUE AREAS.”



Finances and Development

Since PennFuture was founded, it has benefited from generous support from philanthropic foundations and contributors around the Commonwealth, raising tens of millions of dollars for our collective work. These resources enabled us to scale up our work, develop our unique mix of signature strategies, and execute high-impact campaigns to advance environmental progress.

Nevertheless, meeting the significant challenges we’ve set in this strategic plan requires more capacity and resources. To ensure that we turn our vision into a reality, PennFuture must collectively raise at least \$10.5 million over the next three years from a diverse set of funding sources and across issue areas. Raising these funds requires engaging existing contributors, identifying new, savvy donors, as well as continue building a strong, metrics-based case for success to foundation funders. It’s the only way we continue existing programming, build new capacity, and ensure we’re attracting the environmental advocates to the organization.

GOAL 6

Finances and Development

Strategic Goal: Achieve a budget surplus by the end of FY2022 with diverse sources of revenue, while successfully meeting the programmatic goals of this strategic plan.

Key Objectives:

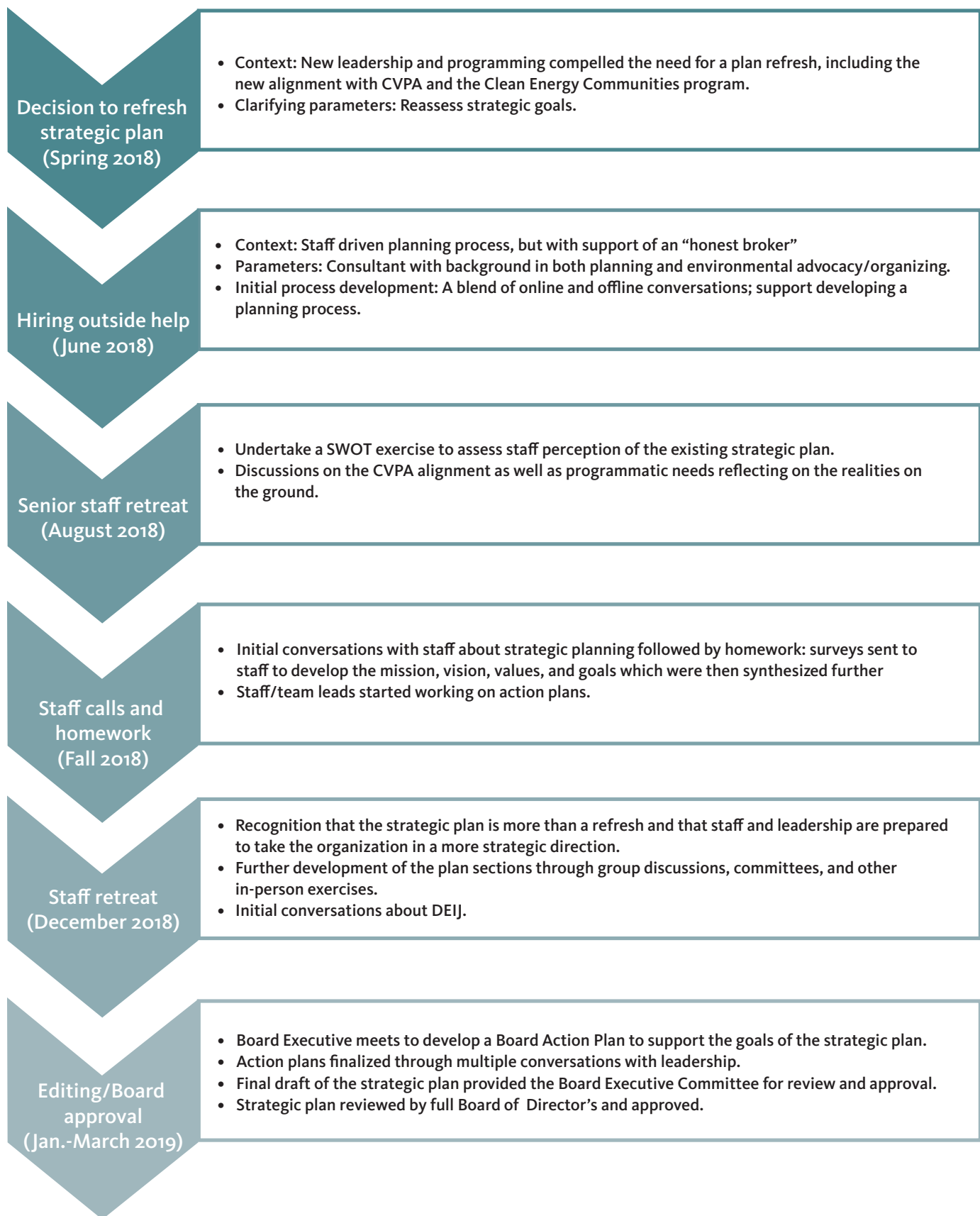
- Increase Foundation grant support by 13% by 2022;
- Increase unrestricted contributions by 56% by 2022;
- Reduce unrestricted expenses by 10% by 2022.
- Raising these funds requires engaging existing contributors, identifying new, savvy donors, expanding our support from corporate sponsors as well as continue building a strong, metrics-based case for success to foundation funders.

APPENDIX B – Working with the Strategic Plan

In order to ensure that PennFuture maximizes the benefits of a “living” strategic plan and planning process, we will employ the following strategy review approach to regularly evaluate progress on our goals and make any necessary adjustments.

- **Develop a metrics-based approach to tracking organizational progress.** During the initial year of the strategic plan, metrics tracking will be developed to begin capturing targeted data to assess progress toward each strategic goal and objective.
- **Host quarterly strategic review meetings.** In collaboration with senior staff, PennFuture will host quarterly strategic review meetings that will include two main functions:
 - **A functional review** by the relevant teams working on the objectives and actions underlying the strategic plan, including a presentation of progress, accomplishments, and challenges to staff.
 - **A thematic review** by executive leadership and senior staff that focuses on the long-term goals that report on progress, propose adaptive management to shift campaigns in new directions, and decide on any necessary changes given the realities on the ground.
- **Quarterly strategic review meetings** will also be held to a high standard so that decisions can be made quickly and effectively, particularly if strategic shifts are needed to achieve an objective or goals. This includes:
 - The review meetings will be prepared for and scheduled ahead of time. Staff participation is required.
 - Staff are free to provide input and speak freely, particularly if there are difficult issues that need to be addressed.
 - The action plans will be updated shortly after the review meetings, in collaboration with relevant staff.
- **A Senior Staff Retreat** will be held each year as a way to host a quarterly review meeting in person. These retreats will take place roughly halfway through the year and allow for high level strategic discussions and campaign planning.
- **An Annual All Staff Retreat** will also be folded into this strategic review schedule, in particular to take an important moment and hear about the organizations successes and reflect on where it needs to go in the coming year. These retreats will be held either in the Spring or early Fall.

APPENDIX C – How Was the Plan Developed?



APPENDIX D – FAQs

1. How are you planning to work on diversity, equity, inclusion, and justice?

- a. We recognize that this is a long-term process, not something we finish after a training or once we develop a plan. The strategic plan lays out an aggressive process for staff participation and training, Board involvement, and developing a plan of action with associated follow-up. We will hire an outside consultant to ensure this process advances as well as facilitate internal discussions as well as external discussions with other organizations.
- b. This process will begin in 2019 and carry through 2020, with associated organizational changes being made throughout the timeline of this strategic plan.
- c. An ad hoc committee will be convened for 2 to 3 conversations to answer and to begin to guide a process of planning, training, culture change, and structural change. This committee will include staff, leadership, and Board members.
- d. A series of trainings will take place over the course of future senior staff and all staff retreats.
- e. A benchmarking and evaluation process will also be developed to measure progress.

2. How will you build campaigns to achieve the objectives described in the action plans?

- a. Most importantly, the organization will continue its transition to be more campaign oriented, rather than executing open-ended campaigns. This isn't to say that PennFuture doesn't already execute campaigns, rather it's a cultural shift to think of our goals and objectives through the lens of building internal staff teams, fundraising, setting discrete goals, measuring process, and engaging in coalition building.
- b. Coalition teams will typically be built of staff members that have legal, policy, outreach, civic engagement, and communications expertise so that we're leveraging all of the necessary tactics to achieve success.

3. Does the strategic plan spell out everything the organization will work on during the next three years?

- a. No, but the strategic plan lays out the major goals and objectives that will guide the vast majority of its work. Through the planning process, the goals were developed around issues with significant urgency, including new work on the petrochemical buildout in western Pennsylvania.
- b. The strategic plan requires PennFuture to prioritize its work. In particular, PennFuture will not be executing campaigns or working on issues related to public lands, drinking water infrastructure issues like lead, recycling, or landfill waste issues. Furthermore, PennFuture will minimize engaging in collaborations that are not directly related to the strategic goals, including coalitions geared toward information sharing rather than advancing strategic actions.
- c. PennFuture operates under the 80/20 rule. In other words, our strategic plan captures 80% of the activities we believe are necessary to achieve the plans goals. We recognize

that there is another 20% of potential activities we will need to undertake to achieve these goals, but due to uncertainty, inability to forecast changes in politics and policy, and other unforeseen challenges, there will be moments that require adaptive management and shifts in strategy.

- d. The quarterly strategic review process outlined previously is important to address this uncertainty as it will allow the organization to make these necessary adjustments and discuss how new opportunities fit in the strategic plan.

4. How does PennFuture shift strategies based on political realities within the state?

- a. Through its alignment with CVPA and by employing a full-time lobbyist in Harrisburg, PennFuture stays at the leading edge of political shifts in the state. This allows for more real-time strategy making to reflect on-the-ground changes.

5. How does PennFuture's strategic alignment with CVPA work?

- a. PennFuture is a 501(c)3 non-profit that can conduct direct advocacy and education. CVPA is a 501(c)4 organization that can engage in the election process. There are significant firewalls between the organizations to ensure that no PennFuture activities directly engage in CVPA's election work.
- b. In practice, the alignment best plays out in PennFuture's new Civic Engagement program. CVPA has significant experience working with organizers at the constituent level to build grassroots environmental support. Through their guidance and engagement, PennFuture is able to ramp up its program. CVPA can also contract with civic engagement staff during key times of the year and on their budget to engage in election activities.







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